Marketing Plan

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The YMCA of Greater Richmond Summer Day Camp Marketing Plan
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Executive Summary

The 2014 and future target market for the YMCA of Greater Richmond Summer Camp, Camp Thunderbird, is adults ages 29 to 54 with children. There are four different day camp options that parents can choose for their children. Camp Thunderbird offers support for families by providing lunch, snacks, transportation options and financial assistance. The biggest direct competition for Camp Thunderbird is the summer camps of Virginia Commonwealth University and The University of Richmond. Indirect competitors include special interest camps, overnight camps and camps in desirable locations in or outside the state of Virginia.

In 2013, the YMCA of Greater Richmond conducted research to better understand the surrounding community and the members who use our facilities and sign up for our programs. Of the people surveyed, 19% said that the Y was the best community organization addressing youth issues. When asked what was the first thing that comes to mind when you thing about the YMCA, 11% answered programs and 7% said kids/youth. A grand total of 1,526 campers attended Camp Thunderbird in 2013. 633 of the campers and their families, 41%, were full time members of the YMCA of Greater Richmond.

The goal of this marketing plan is to maximize the number of camp participants who are already members of the YMCA. In order to reach this goal, the marketing strategy will be to use an integrated marketing campaign to try to increase the number of participants at Camp Thunderbird who are full time members of the YMCA by 10%. A total of 11 marketing tactics will be used in the marketing campaign. The goal is going to be measured by comparing the number of the campers and their families who were full time members of the YMCA in 2013 to the number of the campers and their families in 2014.
Introduction

Mission Statement

“The mission of the YMCA of Greater Richmond is to put Christian principles into practice through programs that build healthy spirit, mind and body for all.”

Philosophy

“The YMCA of Greater Richmond recognizes and celebrates the growing diversity of our community. At the YMCA, everyone belongs.”

Vision

“By 2015, the life of every person in our community will be enhanced by a YMCA experience”

Target Markets Past and Present

For many years, the target market for the YMCA of Greater Richmond has been women ages 29-54. The YMCA selected this specific target market because women are traditionally the decision makers when it comes to making a purchase such as membership or signing up their children for summer day camp. The 2014, and future, marketing initiatives of the YMCA will encompass a new demographic focus to include males ages 29 to 54. This will provide exposure to a significantly larger audience. According to Stephanie Maddox, Director of Marketing at the YMCA of Greater Richmond, the new target market, adults ages 29 to 54, is a 34.5% larger demographic as opposed to the simply female demographic (Maddox, 2014). Stephanie also stated that, “in the Richmond market, it costs 15% more to reach the adult demo than the female demo” (Maddox, 2014). Specifically for summer day camp enrollment, the target market focus is on those adult members with families.
Situational Analysis

Internal analysis

1) Strengths
   a. Facilities – The YMCA of Greater Richmond has a 100 acre camp, Camp Thunderbird, located in Chesterfield, VA. Amenities include a 6 acre lake, 6 lane swimming pool, athletic field, amphitheatre, rustic cabins, archery range, rifle range, nature trails and a high ropes course. This facility allows campers the opportunity to participate in numerous camp activities and events during a session of day camp.

   b. Variety – There are four different day camp options that parents can choose for their children:

      i. Traditional Day Camp - A day at Traditional Day Camp is described as full of, “fun-filled activities that promote age-appropriate relationships in an exciting yet structured setting. Lunch, swim lessons, and transportation to/from camp are included with this program” (YMCA of Greater Richmond, 2013) Participants attending this camp range from rising kindergarteners to 12 year olds. Camp runs from Monday through Friday 7 a.m. until 6 p.m. There are 9 session options for this camp and each session lasts a week.

      ii. EveryBuddy Camp – This camp is for children 5 years old to 15 years old with special needs. The counselor to child ratio 1:3. Because of this, only 18 children are able to attend each session. At EveryBuddy Camp, “campers participate in all of the traditional camp activities and they benefit from a schedule that is balanced to offer both small group time and mainstreamed activity time with other camper groups” (YMCA of Greater Richmond, 2013). Lunch and swim lessons are included with this camp. Camp runs Monday through Friday 7 a.m. – 6 p.m. There are 9 sessions of EveryBuddy Camp.

      iii. Teen Adventure Camp – This camp is for teens ages 13 – 15 years old. Teen adventure camp will, “keep teens active and engaged in a variety of activities, building friendships while developing interpersonal and leadership skills. Staff focuses on encouraging teamwork and character development during fun trips such as rock climbing, hiking, tubing, swimming, sports, archery, and other recreational activities. Campers will enjoy a different field trip most days including community service
activities” (YMCA of Greater Richmond, 2013). Campers are provided with a healthy lunch along with a healthy snack in the morning and afternoon. Camp runs Monday through Friday 7 a.m. – 6 p.m. There are 9 sessions of Teen Adventure Camp.

iv. Pioneer Camp – This camp is offered during the final two weeks of summer vacation and is designed to help kids squeeze out the last bit of fun for the summer. Campers range from rising kindergartners to 15 year olds. There are mixed-age and co-ed groups which are balanced with lower staff ratios. Pioneer Camp offers, “special, daily all-camp activities correlating with the weekly theme intermixed with traditional camp activities” (YMCA of Greater Richmond, 2013). Lunch is included with this camp. The 2 sessions of Pioneer camp run Monday through Friday 7 a.m. – 6 p.m.

c. Support

i. Lunch and Snack - For all four camps, lunch is provided. For some campers, this may be the only healthy and complete meal that is provided to them that day. For the service area of the YMCA of Greater Richmond, 33.64% of students receive free and reduced lunch prices during the school year (YMCA of Greater Richmond). They Y is able to provide for children who need lunches during the school year who may not be able to have lunches during the summer. This also allows the parents of the children to think about one less thing the night or morning before camp. For some of the camps, one or two healthy snacks are provided. This also allows the children to get a boost of energy during the day and helps encourage healthy eating habits.

ii. Transportation – Transportation to and from camp is included with all camps except for EveryBuddy Camp. Because the YMCA wants to serve as many children as possible, the pick-up and drop off bus service is free of charge. There are 10 pick-up and drop off locations throughout the Greater Richmond community including 7 located at various YMCA’s, 1 at an elementary school, 1 at and athletic complex and 1 at a church. Parents are also able to drop off and pick up their children at Camp Thunderbird. This is a huge strength for the YMCA of Greater Richmond summer day camp program. This service helps mitigate the barrier of transportation to and from camp and allows even more children to attend
summer camp. If this service was not offered, children who live far away from Camp Thunderbird may not be able to attend summer camp.

iii. Financial Assistance - Financial assistance is provided through the use of an initial deposit and a payment plan that uses monthly installments to pay off the price of summer camp. This plan is useful for parents who operate on a budget or just cannot pay for camp in one lump sum.

d. Staff - The staff at Camp Thunderbird consists of a team of 5 full time employees as well as numerous part time employees. The employees are subject to random drug testing as well as background checks through Child Protective Services and the Virginia State Police. The staff also completes 60 hours of pre camp training. Many of the staff have worked with children before in the YMCAs after school program and are familiar with the policies and procedures of working with children and interacting with their parents. Having veteran staff as well as a full time staff that are familiar with the day to day operations of Camp Thunderbird is important and helps the children’s camp experience be the best that it can be. In order to continue to have a strong and qualified staff, Camp Thunderbird has a counselor training program for teens ages 16-17. The teens selected for the program commit to work 8 weeks of camp and work with their staff coordinator not only to build a strong team, but also learn the skills necessary to be successful in the workforce. Like the other staff members, these trainees have camp experience, an interest in working with children and a desire to work hard with others.

e. Price – The YMCA is well known for their affordability. Many families operate on a tight budget. Being able to get their children into a quality camp at a price they can afford is important to many people.

2) Weaknesses

a. Only one camp - Camp Thunderbird is the only location offering summer day camp. There are 18 different YMCA locations in the Greater Richmond community. Some of these Ys are larger than others and offer a variety of amenities and open spaces. A number of these Ys are well equipped to host their own summer day camps with camp sessions much like Thunderbird or with different camp offerings such as sports camp. With only one location for summer day camp, the Y is also limited with the number of children they can provide opportunities for.
b. Transportation – Although transportation is a strength of summer day camp, it can also be seen as a weakness. There is no bus transportation provided for Everybuddy Camp. Parents who may want their child to go to this camp may not be able to transport their child to camp. Some parents may not sign their child up for camp because there is no transportation provided. If the Y truly wants to provide opportunities for everyone, providing transportation for participants of Everybuddy Camp is important.

c. Turnover of staff – Many of the part time workers change from summer to summer. Each summer there will be staff who have worked at camp before and those that have not worked at camp before. It is important that this turnover is accounted for from summer to summer and that new staff are trained properly. It is also important for the new staff and old staff to be able to work together and bond.

3) Organizational Chart

```
Tim Joyce, CEO - President

Tricia Puryear, VP – Community Development

Dave Hennessey, Camp Director

Jerome Booker, Teen Camp Director

Teen Adventure Camp Staff

Hillary Scott, Assistant Day Camp Director

Traditional Day Camp Staff

EveryBuddy Camp Staff

Christine Case, Director of Administrative Services

Amanda Miller, Program Director & Camp Strategy Officer

Pioneer Camp Staff
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External environmental analysis

1) Opportunities

   a. Take advantage of the recovering economy – The economy is slowly recovering. During and economic downturn people usually spend less and only spend money on what they see as necessities. During bad economic times, parents may be less likely to send their children to summer camp because of the costs associated with it. With the economy recovering, it is likely that many parents may feel like they are better off financially and can send their children to camp either again or for the first time. The Y can take advantage of this opportunity by continuing to show off its strengths listed above.

   b. Partnership – The Y is continuing to partner with other organizations such as schools and the local parks and rec departments. With these partnerships, the Y can attempt to add more bus stops for summer camp. This can make summer camp more accessible to more children.

   c. Educational Field Trips – The City of Richmond has a vast amount of historical sites, museums and parks. In order to help continue the education of the children at camp during the summer, field trips can be taken each week to a different place in Richmond. Helping educate the children in our programs is a long term strategic plan goal for the YMCA of Greater Richmond. Through the use of the YMCA buses, the children will get to go visit places they may not otherwise have gotten to visit whether it be because of the school lack of funding for trips, the school emphasis on in the classroom education or lack of support from the schools transportation system.

   d. Brand Recognition – Since 2010, The YMCA has done a great job of re-branding itself to show people that the Y is a great place for today’s youth to learn and grow. The re-brand occurred in 2010 because studies showed that a majority of members only thought of the Y as a “swim and gym” not as a place for youth. The YMCA of Greater Richmond can continue to build on the re-branding efforts and showcase the Y as a great organization that helps children and teens.

2) Threats

   a. Possible downturn of economy – Even though the economy is recovering, something could happen that could halt it from recovering or make it worse. This could threaten camp enrollment as well as membership enrollment at the YMCA.

   b. Summer Vacation – Some families may not see the need to send their child to summer camp because they have vacations planned for certain weeks during the
summer. Parents may think that they already spend enough money on a vacation, why send their child to camp as well?

c. Hurricanes and Severe Weather – During the summer severe weather such as thunderstorms, tornados and hurricanes can strike. Thunderstorms may only affect a day or two of camp during the week. Tornados may destroy nearby areas or camp itself. Hurricanes are tracked for at least a week before landfall and if one hits in the right spot, camp could be canceled for at least a week.

d. Other Camps – Other summer camps in the area are the main competitors to Camp Thunderbird. Parents with only enough money to send their child to one session of one camp will have to make a decision on which camp to send their child. These competitors, along with others, are discussed in more detail in the next section.

Competitive analysis

The city of Richmond is large and offers multiple options for families to choose from when selecting a summer camp for their child. The biggest direct competition for Camp Thunderbird is the summer camps of Virginia Commonwealth University (VCU) and The University of Richmond (U of R). Summer camp options at VCU include, VCU Arts Summer Intensive Program, VCU Art Education Creative Arts Day Camp, VCU & Richmond Symphony Orchestra Project, VCU Boys’ Basketball Camp, VCU Discovery Summer Program, VCU Girls’ Basketball Camp, VCU Lobs & Lessons Summer Program (tennis, swimming, outdoor adventure games and healthy lifestyle activities), VCU/Team First Field Hockey Camp, VCU Volleyball Camp and James River Fishing School and VCU Partnership for fishing camp. Summer camp options at U of R include: baseball, boys’ basketball, girls’ basketball, field hockey, football, boys’ lacrosse, girls’ lacrosse, girls’ soccer, swimming and diving, boys’ tennis, girls’ tennis, track and field and a health advisory camp.

VCU and U of R offer a multitude of diverse summer camp options. VCU is using partners such as the Richmond Symphony Orchestra and the James River Fishing School to give children opportunities to attend unique summer camps and learn skills they may otherwise not be able to learn. VCU’s basketball camp is also using the popularity of their basketball program and the name recognition of their basketball coach, Shaka Smart to attract children to their camp. Coach Smart not only helps with the camp, his players also coach during the camp. U of R is using the numerous athletic facilities at their disposal to offer camps in sports that the YMCA and VCU cannot offer. While the YMCA is offering a singular “traditional” summer camp experience at one location, VCU and U of R offer a variety of summer camp experiences at multiple locations. VCU is able to take advantage of their partnerships and popularity while U of R is taking advantage of its many athletic facilities. The YMCA is different because it is not using partnerships, does not have multiple facilities holding summer camp and is not able to have
popular basketball players and coaches attend summer camp. Both of these universities are satisfying a diverse customer base.

There are other direct competitors to Camp Thunderbird in the Richmond area, like VCU and U of R, offer diverse programs at multiple locations.

1) Other Local Competitors
   a. The Jewish Community Center.

   b. Camp Blue Sky - Programs cater to three development levels between ages 5 and 13 through activities that include arts and crafts, music and drama, culinary crafts, technology, science, and more. Multiple locations throughout the Richmond region (Richmond Magazine, 2013).

   c. Chesterfield County Parks and Recreation.

   d. Collegiate Summer Quest – offering more than 100 camps, from sports to academic enrichment (Richmond Magazine, 2013).

   e. Great Summer Escape – day camps for children ages 6-12 are offered at Richmond’s community centers (Richmond Magazine, 2013).

   f. Hanover County Parks and Recreation Youth Summer Programs.

   g. Henrico County Recreation and Parks – Various programs, including performing-arts, history, nature and sports camps (Richmond Magazine, 2013).

Indirect competitors to Camp Thunderbird are different than Camp Thunderbird because they offer either special interest summer camps, overnight options or are held at other desirable locations in or outside the state of Virginia.

1) Special interest, overnight and other location competitors
   a. Bon Secours Virginia Health System’s Nursing Explorers Camp - Rising 6th-to 8th-graders interested in the medical field experience life inside the hospital, meet health care professionals, conduct experiments and more. Seven Bon Secours hospital locations in the Richmond region (Richmond Magazine, 2013).

c. Cheerio Adventures - Outdoor adventure camps featuring backpacking, canoeing, climbing, caving and more for ages 10-17 (Richmond Magazine, 2013).


e. Camp Sea Gull (boys) & Camp Seafarer (girls) - Overnight camps for ages 6-16 in eastern North Carolina, featuring seamanship and traditional camp activities (Richmond Magazine, 2013).

Customer analysis

Richmond, VA

In 2013, the YMCA of Greater Richmond conducted research to better understand the surrounding community and the members who use our facilities and sign up for our programs. Of the people surveyed, 19% said that the Y was the best community organization addressing youth issues (YMCA of Greater Richmond). The Y was the number one response in this category with 14% responding with religious organizations, 12.1% responding with other, 33% responding “none” or “not sure” and 7 other organizations with a response of less than 5% (YMCA of Greater Richmond).
When asked what was the first thing that comes to mind when you think about the YMCA, 11% answered programs and 7% said kids/youth (YMCA of Greater Richmond).
When this research took place, 1,269,380 people lived in Richmond (YMCA of Greater Richmond). People less than 18 year olds made up 23.1% of the population and people ages 18-64 years old made up 64.3% of the population (YMCA of Greater Richmond). The percentage of males in Richmond was 48.5% while the percentage of females was 51.5% (YMCA of Greater Richmond). The median household income was $54,798 (YMCA of Greater Richmond).

<table>
<thead>
<tr>
<th>Description of Richmond, VA MSA</th>
<th></th>
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<tbody>
<tr>
<td>Population</td>
<td>1,269,380</td>
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<tr>
<td>Percent less than 18 years old</td>
<td>23.1%</td>
</tr>
<tr>
<td>Percent 18 to 64 years old</td>
<td>64.3%</td>
</tr>
<tr>
<td>Percent 65 years old and older</td>
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<tr>
<td>Percent male</td>
<td>48.5%</td>
</tr>
<tr>
<td>Percent high school graduate or higher</td>
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<tr>
<td>Percent White</td>
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<tr>
<td>Percent Black or African American</td>
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<tr>
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<tr>
<td>Percent Other Race</td>
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<tr>
<td>Percent Hispanic/Latino</td>
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<tr>
<td>Percent unemployed</td>
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<tr>
<td>Median household income</td>
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<tr>
<td>Percent of households below poverty level</td>
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<tr>
<td>Violent crime rate/100,000*</td>
<td>234.8</td>
</tr>
<tr>
<td>Percent with disability</td>
<td>12.1%</td>
</tr>
</tbody>
</table>
There are 18 YMCA branches in the Richmond area. If the Downtown YMCA represented the middle of a circle, 80% of the YMCA’s members live within a 16.7 mile radius in that circle (YMCA of Greater Richmond).

![Diagram showing 80% of members live within a 16.7 mile radius circle](image)

Other information about the health of our community and consumers was also obtained. Almost 10% of the population of Richmond has diagnosed diabetes (YMCA of Greater Richmond). The percentage of obese people in Richmond is 30.8% (YMCA of Greater Richmond). This information is vital the Y so we can better get to know our customers and potential customers.

**Camp Thunderbird 2013**

During the summer of 2013, 1,157 campers attended Traditional Day Camp, 44 campers attended Everybuddy Camp, 204 campers attended Pioneer Camp and 121 campers attended Teen Adventure Camp. A grand total of 1,526 campers attended Camp Thunderbird last year. Of the 1,526 campers 744 of them, or 49%, were participating at camp for the first time. 782 of the campers, 51%, had attended summer camp at Thunderbird before 2013. 1,001 of the campers, 66%, used the YMCA provided buses to get to and from camp. 525 of the campers, 34%, did
not use the buses and were picked up and dropped off at camp by their parent or guardian. 482 of the campers, 32%, lived in the City of Richmond. 1,044 of the campers, 68%, lived in the counties and towns surrounding the City of Richmond. 633 of the campers and their families, 41%, were full time members of the YMCA of Greater Richmond. 893 of the campers and their families, 59%, signed up as “community members” of the YMCA. Community members pay a onetime fee to sign their child up for a program at the YMCA. Community members pay more to attend the program than full time members.

There are two market segments that represent potential customers of summer camp programs. The market segments include adults ages 29 to 54 with children ages 18 and under who are not members of the YMCA, adults ages 29 to 54 with children ages 18 and under who are members of the YMCA.

The best target market for summer camp is adults ages 29 to 54 with children ages 18 and under who are members of the YMCA. Through the use of the YMCA of Greater Richmond’s membership software DAXKO, members can be filtered to see what age the adults are as well as if they have children and what age their child is. The ease of filtration of members along with the fact that these adults are already members of the YMCA and are participating at the YMCA, make this target market extremely reachable. As stated before, targeting adults ages 29 to 54 instead of just females ages 29 to 54 provides exposure to a significantly larger audience. It is also important to target the adults instead of the children because the adults will ultimately make the decision to send their child to camp.

**Marketing Goals**

**Organizational Goal**

The organizational goal of the YMCA of Greater Richmond is to strengthen the foundation of our community. To help accomplish this, we do our best to live out our mission and provide programs that build healthy spirit, mind, and body for all. As a YMCA, we are open to all and want to make sure we provide opportunities for each of our members to succeed. Our staff is expected to be honest, caring, respectful, responsible, nurturing, genuine, hopeful, determined and welcoming. We strengthen our community by going outside of the walls of our Y and interact with the people in our community. We try to find out what they want from us and see if we can bring a program to the Y for them or bring a program to them. Part of “strengthening the foundation of our community” means being involved in the lives of the youth of our community in a positive way. This can be accomplished through after school care, youth programming such as swim lessons or swim team and summer camp. As long as we are committed to this goal, we believe we can truly make positive difference in our community.
Marketing Plan Goal

The goal of this marketing plan is to maximize the number of camp participants who are already members of the YMCA.

Product Portfolio and Positioning

Besides youth programming such as summer camps, the other service provided by the YMCA is fitness programming. In the mind of our members and the people in our community, the YMCA is heavily positioned as a “swim and gym.” In the 2013 survey conducted by the YMCA of Greater Richmond, when asked what was the best community organization addressing health and fitness issues, 44.8% of the people surveyed said that the Y (YMCA of Greater Richmond). As previously stated, only 19% of the people surveyed said that the Y was the best community organization addressing youth issues while 33% said “none” or “not sure” (YMCA of Greater Richmond). The Y was the number one response in this category with all other fitness and exercise centers being named less than 10% (YMCA of Greater Richmond). Although the Y has recently rebranded itself to make sure people view it as more than a “swim and gym” and showcase more of its offerings such as youth programming, the pool and gym aspects and activities of the Y are still one of, if not the biggest, draw for new members. Despite the recent rebranding, when asked what was the first thing that comes to mind when you think about the YMCA, 27% answered workout/exercise and 13% said swimming while only 7% answered kids and youth (YMCA of Greater Richmond). Positioning the Y as a place that serves the children and youth of our community begins with providing outstanding youth programming and getting our members and community members aware about such programs.

Value Proposition

At Camp Thunderbird, our staff strives to make sure your child has the best week of their year. By living the Y mission, we make sure that the potential of every child is nurtured. Children will learn healthy eating habits, get physical exercise and make new friends. We provide a structured camp environment full of all the amenities a camper could ever want. Take a break from packing lunches because we provide daily hot meals in our air-conditioned Navas Lodge for all campers, with the exception of Teen Adventure Camp, at no additional cost. Complimentary snack is also provided daily! Spend your summer with us!

Unique Selling Proposition

“We are here for youth development, healthy living and social responsibility.”
Marketing Strategy

In order to reach our goal, the strategy will be to increasing the number of participants at Camp Thunderbird who are full time members of the YMCA by 10%. An integrated marketing campaign will generate awareness within our target market. This campaign will help members become aware that the Y is a place for youth programming, generate interest and conversation about summer camp and drive enrollment for summer camp. We will target families and focus on existing YMCA members with children aged 6-17.

Marketing Tactics

1) Summer camp informational magazine – A summer camp informational magazine will be developed and directly mailed to the homes of members. This tactic will allow members to become aware of the summer camp program offerings. Descriptions of each camp along with pictures will help the parents learn about Thunderbird and the several options available. This tactic is a proactive way to interact with our members.

2) Last year’s camp price – Registration for summer camp opens on February first. If someone signs up for summer camp during this month, they will receive last year’s summer camp price. This tactic will give an extra incentive for people to sign up for camp early. This is especially good for people who want to save money when signing up for camp. This promotion will be highlighted in the summer camp magazine.

3) Activity book contest – On the final pages of the magazine there will be an activity book for children to complete. Children will be encouraged to draw their favorite camp memory and to give their last page to a friend so they can draw themselves with what they would bring to camp. These pictures can be mailed, emailed or posted on the Camp Thunderbird Facebook page for a chance to win 4 free weeks of camp. The 2 winners will be announced on Facebook on April 1st. This tactic allows children to get excited about summer camp when they get their magazine and allows them to be creative in what they draw. This contest also gives two families the chance to win 4 free weeks of summer camp.

4) Limited edition bead – At Camp Thunderbird, children are given a leather necklace that they wear to camp each day. Children are given beads for completing certain activities and when they are recognized for certain achievements. All campers will receive a special bead from archery, this bead will be distinctly different from the bead received at the pool. Only certain campers will receive a bead if they are the camper of the week. Children love to collect the bead and love showing off their necklace to their parents. The necklace tells the story of the child’s day at camp and eventually week at camp. Parents who sign their child up for camp early will receive a free limited edition bead and bead necklace for their child. A description of the bead program along with a picture of the
bead and necklace will be placed in the magazine, on the fliers and posters and talked about on social media from February until the end of March. First time campers will learn about the beads and become excited and returning campers will be eager to start their collection early.

5) Fliers and Posters – Fliers and posters will be created and hung at each of the 18 YMCA branches in the Greater Richmond area. These fliers will be strategically placed around each Y in high use areas such as at the front desk, on the entrances of locker rooms and mini fliers will be placed on each work out machine. This generates awareness to members who use the facility and also to guests of members who may be using the facility. This tactic may also help to educated and change the perception of members who do not know about our youth programming opportunities because the fliers will be displayed in the areas of the Y that people most know us for, the gym and the pool.

6) Email to members with children – through our membership data base, DAXKO, we can filter our memberships to look specifically at those members who have children. DAXKO will then be able to give us an Excel sheet of all of those members email addresses. We can send a specific email to parents who signed their child up for camp last summer and parents who did not sign their child up for summer camp. This tactic will hopefully remind those members who sent their children to camp last year to sign their child up for camp this summer. This will also raise the awareness about summer camp to those members who may not know about summer camp.

7) Facebook and Twitter updates – The YMCA of Greater Richmond’s Facebook and Twitter pages can be updated with camp information weekly. Before camp starts, posts can include general information about camp, registration, transportation, reminders about registration deadlines and updates and pictures about what is going on at camp to get those following Facebook and Twitter excited about camp. This information will be helpful to create awareness about summer camp and to remind those who may have gone to camp last year about camp. During camp, these updates can include reminders about upcoming sessions, pictures and videos from the current day of camp, tips about staying hydrated on hot summer days as well as reminders about upcoming field trips.

8) Ambient Media – A fake camp fire made out of red, yellow and orange streamers, logs, and a light in the middle can be placed in each lobby of the 18 YMCA branches. The streamers can go from the fire to the ceiling so that they attract the maximum amount of attention. These camp fires will be hard to miss and will generate attention and hopefully conversation and questions about the fire between members and staff in the lobby. This tactic will decorate the Y and help bring a little bit of camp to the Y.
9) Guerilla marketing–Front desk staff at each YMCA will be given t-shirts to wear with the words, “Ask me about Summer Camp!” printed on the front. All other staff at the Y will receive large buttons to wear around the Y with the same words as the t-shirts. This tactic will allow summer camp to be the first thing someone sees when they walk into the Y. This will generate conversation about summer camp with staff and members.

10) Message from staff to participants – All instructors of class at the Y will be given a short message about summer camp to recite to the members participating before class begins. This message will be a great way for members to hear about camp instead of just seeing marketing about camp. This tactic will generate awareness about summer camp and generate conversation about summer camp amongst the participants. This tactic will reach members who may be coming to the Y just to work out and not know about the youth programming options.

11) End of summer rush – any open spots for Pioneer Camp, the last 2 weeks of summer camp, will be offered at a discounted rate the week before Pioneer Camp. Members will be notified through email and on social media. The last two weeks of summer camp are hard to fill up and this tactic will be used to help fill up pioneer camp.
### Implementation and Control

#### Action Plan

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Date Begin</th>
<th>Date Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer Camp Magazine Development</td>
<td>December</td>
<td>January</td>
</tr>
<tr>
<td>Direct mail of magazine to members homes with children</td>
<td>Mailed out the last week of January.</td>
<td>In homes by 2/1</td>
</tr>
<tr>
<td>Fliers/Posters for branches</td>
<td>January</td>
<td>Distributed and displayed 2/1</td>
</tr>
<tr>
<td>Email to members with children</td>
<td>2/1, 3/1, 4/2, 5/15 and 8/4 (End of Summer Rush)</td>
<td>2/1, 3/6, 4/2, 5/15 and 8/4 (End of Summer Rush)</td>
</tr>
<tr>
<td>Facebook and Twitter updates</td>
<td>2/1 (registration now open/be on look out for Camp Magazine) 3/1 (bead information) 4/2 (feature about camp) 5/15 (last chance to sign up) 8/4 (End of Summer Rush)</td>
<td>2/1 (registration now open/be on look out for Camp Magazine) 3/1 (bead information) 4/2 (feature about camp) 5/15 (last chance to sign up) 8/4 (End of Summer Rush)</td>
</tr>
<tr>
<td>Limited edition bead</td>
<td>In Magazine, Fliers/Posters and in 3/1 email and on Social Media</td>
<td>When magazine gets to homes 2/1, when fliers/posters go up in Ys 2/1 and in email and on social media 3/1</td>
</tr>
<tr>
<td>Ambient Media</td>
<td>In Ys 4/1</td>
<td>In Ys 4/1</td>
</tr>
<tr>
<td>Guerilla marketing</td>
<td>Start of April</td>
<td>End of May</td>
</tr>
<tr>
<td>Message from staff to participants</td>
<td>Start of May</td>
<td>End of May</td>
</tr>
<tr>
<td>Last year's camp price</td>
<td>Start of February</td>
<td>End of February</td>
</tr>
<tr>
<td>Activity book contest</td>
<td>Start of February</td>
<td>First day of April</td>
</tr>
<tr>
<td>End of Summer Rush</td>
<td>July 28th</td>
<td>August 8th</td>
</tr>
</tbody>
</table>

#### Budget

The proposed budget for the marketing plan is $25,000. The majority of this budget will go toward the printing and distribution. The rest of this budget will go towards the printing of the fliers and posters, the purchasing of the limited edition beads, the materials for the ambient media and the materials used for the guerilla marketing.
Evaluation

The goals and objectives are going measured by comparing the number of the campers and their families who were full time members of the YMCA in 2013 to the number of the campers and their families in 2014. If more than 51% of the campers and their families are full time members in 2014 the marketing plan will have been successful and the goal will be met. If more than 41% but less than 51% of the campers and families are full time members in 2014, the marketing plan will have been moderately successful but the goal will not have been met. If 41% or less of the campers and their families are full time members in 2014, the marketing plan will not be deemed successful and the goal will not have been met.

The effectiveness of the marketing tactics can be measured by using Google analytics to see the number of Camp Thunderbird website visits and the email open rate of emails sent out to members. The number of limited edition beads given out can also be calculated. The number of likes and retweets on the Facebook posts and Twitter tweets can also be observed. The effectiveness of the summer camp magazine can be measured by the number of activity book contest pictures are sent to Camp Thunderbird. The last years price promotion can be measured by offering this promotion for the next couple of years and seeing if the number of early registrations increase or decrease over the years.
Apparson
Magazine
Cover
YMCA CAMP THUNDERBIRD

9300 Shawano dasee Road
Chesterfield, VA 23832

For questions, please call the Day Camp
Office at 804.748.6714 or email
CampTB@ymcarichmond.org

Traditional Day Camp
YMCA Camp Thunderbird boasts breathtaking
natural beauty while providing a structured
camp environment full of all the amenities
a camper could ever want. Over 100 acres
of pristine woods encompass six-acre Lake
George and many camp attractions including
swimming pools, rustic cabins, trails and
more. Morning devotion sets the tone for a
day of fun-filled activities that promote age
appropriate relationships in an exciting yet
structured setting. Lunch, swim lessons and
transportation to/from camp are included
with this program.

Ages: Rising Kindergarten – 7th grade
Dates: Weeks 1 – 10 (June 16 – August 22)

A typical day at YMCA Camp Thunderbird may include:

Camp Arts
- arts & crafts
- leathercraft
- camp songs & skits
- wood-burning
- music, drama & dance

Outdoor Sports
- archery (basic and advanced) NEW!
- marksmanship (BB guns for all ages
  and .22 rifles for children 11+)
- fishing
- sports & field games
- canoeing
- slingshots
- basketball

Outdoor Education
- outdoor education & survival
- hiking
- fort building
- camp pets

Wellness
- team building & leadership
- swim lessons
- free swim
- climb the alpine tower (kids 8+)
- take a ride on the giant swing
(kids 8+)
- ride down our zip line (kids 8+)

Unique to Camp Thunderbird
- inflatable water slides NEW!
- moleball NEW!
- gaga ball
- s’mores

* Serving children from age 5 – 15 with special needs. June 16 – August 15.

Facility Member: $215 (one week);
$365 (two-week session)
Community Member: $240 (one week);
$395 (two-week session)

For all our camps:
TIMES: 7 a.m.–6 p.m. (drop-off and pick-up times vary
by bus stop location)
DATES: One or two-week sessions. Options for two-
week sessions can be found on registration form.

Forms and more: YMCA.CampThunderbird.org
Up-to-date essentials: Facebook.com/YMCAThunderbird

#ctblove

Take a break from packing lunches!
We provide daily hot meals in our air-conditioned Navas
Lodge for all campers at no additional cost.
We Pick Up & Drop Off FREE of Charge!
YMCA Camp Thunderbird is truly a unique experience and we want to serve as many kids as possible. We provide FREE bus stops throughout the Greater Richmond community.

<table>
<thead>
<tr>
<th>Stop #</th>
<th>Color</th>
<th>Site</th>
<th>A.M. Drop Off</th>
<th>P.M. Pick Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thunderbird</td>
<td>blue</td>
<td>Atlas Station Family YMCA (8017 Rustland Center Blvd., Midlothian, VA.)</td>
<td>7 - 8:45 a.m.</td>
<td>5 - 6 p.m.</td>
</tr>
<tr>
<td>#2</td>
<td>purple</td>
<td>Tuckahoe Family YMCA</td>
<td>7:45 a.m.</td>
<td>5:45 p.m.</td>
</tr>
<tr>
<td>#3</td>
<td>white</td>
<td>Shady Grove Family YMCA</td>
<td>7:45 a.m.</td>
<td>5:45 p.m.</td>
</tr>
<tr>
<td>#4</td>
<td>orange</td>
<td>Fox Elementary School</td>
<td>8 a.m.</td>
<td>5:30 p.m.</td>
</tr>
<tr>
<td>#5</td>
<td>pink</td>
<td>Midlothian Family YMCA</td>
<td>8 a.m.</td>
<td>5:30 p.m.</td>
</tr>
<tr>
<td>#6</td>
<td>red</td>
<td>Swift Creek Family YMCA (15800 Hampton Park Dr., Chesterfield, VA.)</td>
<td>8 a.m.</td>
<td>5:30 p.m.</td>
</tr>
<tr>
<td>#7</td>
<td>yellow</td>
<td>Bon Air Baptist Church</td>
<td>8:15 a.m.</td>
<td>5:45 p.m.</td>
</tr>
<tr>
<td>#8</td>
<td>green</td>
<td>Chester Family YMCA</td>
<td>8:30 a.m.</td>
<td>5:15 p.m.</td>
</tr>
</tbody>
</table>

Teen Adventure Camp
Only for rising 8th through 10th graders, this camp will keep teens active and engaged in a variety of activities, building friendships while developing interpersonal and leadership skills. Staff focus on encouraging teamwork and character development during fun trips such as rock climbing, hiking, tubing, swimming, sports, archery and other recreational activities. Campers will enjoy a different field trip most days including community service activities. Transportation to/from camp is included with this program. Space is limited and summer is fast approaching!

Ages: Rising 8th - 10th grade
Dates: Weeks 1 - 5 (June 16 - August 15)

"I see a new level of confidence in our 9-year-old daughter and an increased level of maturity and responsibility in our 7-year-old son."
- A HAPPY PARENT
EVERYBUDDY CAMP

REGISTRATION HAS BEGUN FOR SUMMER 2014

EVERYBUDDY CAMP IS A DIVERSE PROGRAM COMMITTED TO NURTURING THE POTENTIAL OF KIDS

By promoting healthy living and fostering a sense of social responsibility, this camp is designed for children who function best in groups with a low 1:3 camper-to-counselor ratio. Activities are geared to a small group with opportunities for interaction in large group settings. Activities are age-appropriate and taught by carefully selected camp counselors that make every child’s experience exceptional.

Activities include:

- Arts and Crafts
- Outdoor Education
- Games
- Cooking
- Singing
- Swimming
- Sports
- Field Trips

EveryBuddy camp is held at the following YMCA location:

Camp Thunderbird
9300 Shellwood Isle Road
Chesterfield, VA 23832
804.748.8714

Our YMCA’s have handicapped accessible facilities that are geared for our members with special needs. Visit your local YMCA for more information.
LIMITED TIME OFFERS

REGISTRATION HAS BEGUN FOR SUMMER 2014

SIGN UP IN FEBRUARY AND RECEIVE LAST YEAR’S CAMP PRICE!

RECEIVE A LIMITED EDITION BEAD FOR YOUR CHILD’S BEAD NECKLACE IF YOU SIGN UP BEFORE APRIL!

Each camper at Camp Thunderbird receives a necklace that will help make their week at camp special. Beads are received during activities, special events and even for campers of the week! Get your camper’s bead necklace started off early when you sign up before April.

COMPLETE THE ACTIVITY BOOK AND ENTER TO WIN 4 FREE WEEKS OF CAMP!

On the next couple of pages you will find an activity book for your camper to complete. Follow the directions and enter to win 4 free weeks of camp.
YMCA CAMP THUNDERBIRD
Real Summer Camp. Real Summer Fun!

#CTBLOVE
YMCAAMPTHUNDERBIRD.ORG
FACEBOOK.COM/YMCATHUNDERBIRD
Hippopotamus needs your help! He’s lost his nest and needs you to take him to it. But be careful! You must stay on the white path and watch out for trees, cables and even boats that may block your way. Good luck!
COLOR THE ALPINE TOWER

COLOR BY NUMBER

1. RED  4. ORANGE  7. LIGHT BLUE  10. BROWN
2. MAROON  5. LIGHT GREEN  8. BLUE  11. LIGHT BROWN
3. YELLOW  6. TURQUOISE  9. PURPLE  12. GRAY
DRAW YOUR FAVORITE CAMP MEMORY!

Mail, email or post your picture to Camp Thunderbird for your chance to win 4 free weeks of camp! Some entries, including the winner, will be announced on the camp Facebook page on April 1, 2014.

Mail to 9300 Shawanodeseen Road, Chesterfield, VA 23832, email to CampTR@ymcarlislemond.org or post on Facebook.com/NHCAThunderbird.

GIVE THIS PAGE TO A FRIEND!
DRAW YOURSELF WITH WHAT YOU’D BRING TO CAMP!

Mail, email or post your picture to Camp Thunderbird for your chance to win 4 free weeks of camp! Some entries, including the winner, will be announced on the camp Facebook page on April 1, 2014.

Mail to 9300 Shawanodeseen Road, Chesterfield, VA 23832, email to CampTR@ymcarlislemond.org or post on Facebook.com/NHCAThunderbird.
BE ACTIVE
BE YOURSELF
BELONG

SIGN UP NOW FOR:
Special Needs Camp • Teen Camp
Summer Day Camp

YMCA CAMP THUNDERBIRD
OUTDOOR CENTER
9300 Shawonodasee Road
Chesterfield, VA 23832
campthunderbirdymca.org
804.748.6714

CAMP REGISTRATION IS NOW OPEN!
ymcarichmond.org/camp

Real Summer Camp.
Real Summer Fun!
Email Example

Dear Parents,

Register your child for summer camp! YMCA Camp Thunderbird is one of the longest-running traditional summer camp programs in the metro Richmond area. There are few bells and whistles – the camp is all about having fun and making friends while being physically active in offerings such as swimming, archery, boating and the camp’s adventurous zip line, which allows campers to glide through the air across a lake. The YMCA’s core values of caring, respect, honesty and responsibility are reinforced during the ten-week camp. Youths from a spectrum of backgrounds attend YMCA Camp Thunderbird. About 350 boys and girls from across the Greater Richmond region attend YMCA Camp Thunderbird every year. About half of the campers are boys and half are girls. Bus transportation to the camp is provided at some of the 18 local YMCA branches. Along with facilitating supervised fun, summer camp is about creating memories that will last a lifetime. Keeping kids physically active as they are during our summer camp is a valuable tool in the nation’s battle to prevent or curtail obesity. According to the Virginia Department of Health, about 59 percent of adults are overweight. Across the nation, one out of four American youths is overweight, which leads to emotional and social problems for many of these children. If we can encourage them at younger ages to be physically fit, those positive habits can last a lifetime.

Be on the lookout for the Camp Thunderbird Magazine in your mailbox and join us for fun in the sun this summer.

Facebook Post Example

YMCA Camp Thunderbird has a reputation as a safe and fun place for children and youth to come for summer fun, but in the context of its 40th anniversary, the camp also has a wonderful legacy. For example, the primary lake used by campers, in the center of the property, is named Lake George, in honor of a long-time, dedicated camp employee. Also, many people who attended the camp in its early years spent weeks looking for sightings of two camp legends – Cowabunga (a large carp) and the Hippogator (an imaginary hybrid of an alligator and hippopotamus). When those “alumni” visit camp with their children or grandchildren, they often are stunned to learn that the legend and the “sightings” continue.
Sources


(S. Maddox, personal communication, January 2014)


